



USAFE

# Airman Information File

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## SUPERVISORS -- THE CORE OF TRAINING AND READINESS

It is unbelievable how much respect and trust is given to our military forces, both at home and abroad. We earn respect and trust, and instill fear in our enemies, for many reasons -- but the main reason is the quality of our people and the training they receive. Our Airmen have a focus and intensity that sets us apart from others, and our training helps to expand the gap and ensure we never have a fair fight. Upgrade training, qualification training, and professional military education (PME) are all part of the equation, but the subordinate-supervisor relationship is at the core of successful training -- and combat readiness.

Upgrade training, the cornerstone of the total force training program, uses on-the-job training and career development courses to focus on improving abilities and increasing skills of mission-essential core tasks. Qualification training, another aspect of the training program, implements hands-on experience to qualify Airmen for specific duty positions. PME is the part of the process that brings peers together to develop leadership skills and reinforce our commitment to the profession of arms. Demonstrating comprehension and proficiency during training leads to the award of higher skill levels and increased responsibility. All of our programs work well together, but their true effectiveness relies on more than what is in the books.

Supervisors have the greatest single impact on the success of our Airmen's development. Their responsibilities go much further than planning, conducting, evaluating, and documenting education and training. Supervisors tie together the whole learning process by sharing their expertise and reinforcing key lessons with past experiences. Additionally, they identify and help plan for resources needed to fulfill training requirements. Commanders and subordinates alike count on supervisors to integrate training opportunities and personnel availability with day-to-day operations -- it's the only way we'll maintain and improve our readiness.

Supervisors must enthusiastically support PME as a critical part of force development. This means providing time for subordinates to prepare for and participate in PME. It also means exposing subordinates to responsibilities and situations to help them grow and prepare for future endeavors. For example, an Airman should be familiar with basic elements of an EPR before attending Airman Leadership School. Our PME cadre feeds on the kinetic energy of prepared classes, which enables education through interactive discussions vice lectures to uninformed students. Lastly, delaying PME does nothing to develop an individual and nothing to improve our readiness. Postponing a course is usually not the best option -- think long term!

Supervisors are the core of training and readiness. We must never lose sight of the importance of our training programs and how the supervisor-subordinate relationship ties everything together. Keep up the focus and intensity on training and we'll keep expanding the gap.

General Doc Foglesong

CMSgt Gary Coleman

***"Bring Your Courage"***